

# Examining the Effect of Compensation and Work Motivation on Job Satisfaction and Its Impact on Job Performance: An Evidence from Indonesia

<sup>1</sup>Garaika, <sup>1</sup>Helisia Margahana, \*<sup>2</sup>Siswoyo Haryono

**Abstract---** *This study discusses the effect of compensation and work motivation on the performance of lecturers and staff mediated by job satisfaction at the Trisna Negara College of Economics. This study uses two analyzes, namely: descriptive and inferential analysis. This study uses Structural Equation Modeling (SEM) with Smart-PLS 3.2. The population is the lecturers and staff of the Trisna Negara College of Economics. The sampling technique is a purposive sampling method, with a total sample of 100 teachers and staff—data collection techniques using questionnaire distribution. Hypothesis testing employs a significance test with a p-value of 5%. The results of the study are (1) The compensation significantly affects the job satisfaction of lecturers and staff. (2) Work motivation significantly affects the job satisfaction of lecturers and staff. (3) The composition significantly affects the performance of lecturers and staff. (4) Work motivation significantly affects the performance of lecturers and staff. (5) Job satisfaction significantly affects the job performance of lecturers and staff. (6) Job satisfaction mediated the effect of compensation on the performance of lecturers and staff, but job satisfaction did not mediate the effect of motivation on the performance of lecturers and staff. The most dominant total effect was on the path of the effect of compensation on job performance through job satisfaction.*

**Keywords---** *Compensation, Work Motivation, Job Satisfaction, Job Performance.*

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## I. INTRODUCTION

Environmental change is getting faster and more uncertain, marked by the current of globalization so that the level of competition between countries is unavoidable. Industrial Revolution 4.0 has constructed social, economic, cultural, and educational structures, including tertiary education [1]. Education is an essential requirement needed by every human being in knowledge and insight. Formal and non-formal education is a means to shape human character. Higher education institutions as providers of education after secondary education, which regulate diploma, bachelor, master, specialist, and doctoral education programs, are required to manage the tri dharma of higher education, research, and community service. The impact of environmental change and globalization has now reached the business of higher education.

The main problem of private universities in Southeast Sumatera, in general, is improving lecturers' quality at PTS is still low and needs serious attention. The low quality of the universities can be seen from the low ranking of tertiary accreditation by the National Higher Education Accreditation Board (NHEAB). Table 1 shows the ranking of the top

<sup>1</sup>*Sekolah Tinggi Ilmu Ekonomi Trisna Negara, Indonesia.*

<sup>2</sup>*Universitas Muhammadiyah Yogyakarta, Indonesia.*

\**Corresponding Author Email: profsis12@gmail.com*

10 Private Colleges of South Sumatra, based on the institution's accreditation ranking. Of the ten large tertiary institutions in South Sumatra, no one has Excellent or A accreditation. Only 40% of tertiary institutions have Good (B) accreditation, and 60% have C (Fair) accreditation. The results of this accreditation ranking regarding the assessment of private tertiary institutions are still low. One of the critical factors in the low quality of tertiary institutions is the quality and performance of lecturers and staff.

Table 1. Accreditation Ranking of Top 10 Private Universities in South Sumatra.

No.	The Name of Private Universities	Accreditation Earned
1	Universitas Muhammadiyah Palembang	B
2	Universitas PGRI Palembang	B
3	Universitas Bina Darma	B
4	Universitas Tridinanti Palembang	B
5	Universitas Sjakhyakirti Palembang	C
6	Universitas Indo Global Mandiri	C
7	Universitas Taman Siswa Palembang	C
8	Universitas IBA Palembang	C
9	Universitas Palembang	C
10	Universitas Kader Bangsa	C

Source: <http://lldikti2.ristekdikti.go.id/> accessed April 30, 2020

The low performance of lecturers and staff is most likely due to the low compensation and motivation. With the low job satisfaction of lecturers and staff, the result is that performance is also low. This condition results in organizational performance that is still low so that the quality of tertiary institutions measured by accreditation ranks on average is still low. Previous studies on the effect of motivation on performance mostly revealed positive and significant results, such as research [2]-[4]. The problems and challenges faced by the Trisna Negara College of Economics, South Sumatra, tend to be more burdensome and more complex. The current competition is not only between private tertiary institutions but includes competing with leading universities and state universities. The competition also occurs starting from campus facilities, tuition fees, quality of education, and services provided by universities is a form of very tight competition.

At this time the problem is that the number of students is increasing not accompanied by the performance of lecturers and education staff. Some performance evaluation indicators include (1) the ability and quality of work results. (2) Initiative and creativity. (3) Communication, and (4) The ability to relate to others. Poor employee performance because of work motivation patterns, compensation, and reduced work experience [5]. Low employee performance is not only the employee's fault, but there is a possibility because the level of employee satisfaction with the compensation they receive does not match expectations [6]. Therefore, an improper salary system will encourage employee dissatisfaction and can appear in the form of low performance. Research conducted by [7]-[11] revealed the results that compensation has a positive and significant effect on employee performance.

One of the efforts to improve the quality of higher education is by improving the performance of lecturers and education staff because they are central figures who deal directly with students through teaching and learning activities in class. Highly motivated lecturers and education staff will feel satisfied at work. Lecturers and staff who work with feelings of pleasure and satisfaction play a significant role in providing quality graduates. Research on the influence of motivation on job satisfaction has been widely carried out, including by [12]-[17]. Their findings generally stated that higher motivation would result in better job satisfaction.

<sup>1</sup>Jurnal Tinggi Ilmu Ekonomi Trisna Negara, Indonesia.

<sup>2</sup>Universitas Muhammadiyah Yogyakarta, Indonesia.

\*Corresponding Author Email: [profsis12@gmail.com](mailto:profsis12@gmail.com)

However, other factors can cause a decrease in educational performance due to the quality of work of the lecturers and staff. One of them is the level of job satisfaction of lecturers and education staff who are still low at Trisna State College of Economics. The low job satisfaction will affect the performance of lecturers and staff. Job satisfaction is paramount to improve the educational performance of lecturers and staff. Research on the effect of satisfaction on performance has been widely carried out, including [18]-[21]. They revealed the same findings that job satisfaction has a positive and significant effect on employee performance. Considering that most research on the effect of compensation, motivation, and job satisfaction on performance generally occurs in the non-educational industry, this research topic takes the field of the higher education industry. The topic of this study is the effect of compensation and work motivation on the performance of lecturers and education staff with the mediating role of job satisfaction at the Trisna Negara College of Economics, South Sumatra.

## **II. LITERATURE REVIEW**

### **Effect of Work Compensation and Motivation on Work Satisfaction**

#### **Compensation**

Compensation is an award to workers who have contributed to realizing their goals through activities called work [22]. Compensation is a form of payment in the form of benefits and incentives to motivate employees to increase work productivity [23]. Compensation is an award or direct or indirect reward, financial and non-financial, which is fair and appropriate to employees as a reward or contribution/service to the achievement of company goals [24]. Compensation is something that employees receive as compensation after they work. Compensation can motivate employees in achieving organizational or company goals. Compensation is the expenses and costs for the company. Compensation is income in the form of money and goods received directly or indirectly in return for services to the company [25]. Compensation is everything that employees receive as compensation for the work they do. Compensation is also crucial for the company because it reflects the efforts of the company to maintain human resources [26]. Compensation can be in the form of the number of packages offered by organizations to workers in return for the use of their workforce [27].

#### **Work Motivation**

Motivation is from the Latin word "movers," which means encouragement or move. Motivation is a condition that encourages the cause of someone doing an action or activity, which takes place consciously [28]. Motivation is an activity that results in and maintains human behavior. Motivation is the thing that causes, distributes, and supports human behavior so that they want to work hard and enthusiastically achieve optimal results. Managers need to understand this psychological phenomenon if they want to guide workers towards completing organizational goals successfully [29]. Motivation is anything that gives purpose, intensity, and persistence to behavior. Motivation is a process that causes the intensity, direction, and continuous efforts of individuals towards the achievement of goals. Intensity shows how hard someone is trying [30].

Nevertheless, the high intensity may not lead to good performance results unless efforts are in the direction of benefiting the organization because it must be considered the quality of the business and its intensity. Motivation has a dimension of continuous effort. Motivation can be an indicator of how long employees can maintain their performance. Motivated employees will do their jobs as best they can. Motivation is a series of processes that produce, direct, and

<sup>1</sup>*Sekolah Tinggi Ilmu Ekonomi Trisna Negara, Indonesia.*

<sup>2</sup>*Universitas Muhammadiyah Yogyakarta, Indonesia.*

*\*Corresponding Author Email: profsis12@gmail.com*

maintain employee behavior in achieving its goals. Awaken, in this case, is to encourage or energize action. Motivation is related to the choices made and the direction of employee behavior. While, maintaining or maintaining behavior is how long the employees will strive to achieve their goals. Motivation is the desire found in a person who stimulates it to take action. The amount of strength in the employee to carry out the task or in achieving goals shows the level of motivation [31].

### **Job Satisfaction**

Job satisfaction is a definite feeling on a job, which is the result of evaluations of various aspects of the job. Work satisfaction is a pleasant or unpleasant emotional state for employees to view their work. Employees are valuable company assets that must be managed well by the company in order to be able to make optimal contributions. One of the main concerns of the company is the job satisfaction of its employees, because employees who work they do not feel comfortable, less valued, cannot develop all the potential they have, then automatically employees cannot focus and concentrate fully on their work [32]. The relationship of job satisfaction with performance as a 'management myth.' It is difficult to determine in what direction a causal relationship between the two is. However, various studies found evidence that companies that have employees with high satisfaction tend to be more effective than organizations that have low employee job satisfaction. Following its nature, human needs are very diverse, both types and levels, even humans have needs that tend to be unlimited. The needs increase from time to time. Humans always try with all their abilities to satisfy those needs. For this reason, humans are proud to carry out activities called work [33].

Although not all activities are said to work, factors that influence job satisfaction include (1) psychological factors; is a factor that is related to psychiatric includes interest, peace of mind at work, attitude toward work, talent and skills, (2) social factors: are factors related to social interaction between employees with superiors, (3) physical factors: are factors related to employee physical conditions, including the type of work, setting the time and rest period, work equipment, the state of the room, temperature, lighting, air exchange, employee health conditions, age and so on, and (4) financial factors: are factors related to employee guarantee and welfare, which includes the system and pilgrimage, social security, various benefits, facilities provided and promotions [34]. The conclusion is the importance of compensation in the organization and also motivation as energy for employees to get satisfaction and happiness at work. Inadequate compensation accompanied by motivation from management to employees will result in job satisfaction so that employees will finally contribute in the form of optimal work productivity.

The conclusion from the discussion generated the following hypothesis:

Hypothesis 1: Compensation significantly affects the effect of job satisfaction on lecturers and staff of the Trisna State College of Economics

Hypothesis 2: Work motivation significantly affects the effect of job satisfaction on lecturers and staff of the Trisna State College of Economics

### **Effect of Compensation, Work Motivation and Job Satisfaction on Job Performance**

Performance is the behavior displayed by employees as work performance. Employee performance is essential in the company's efforts to achieve its goals. The factors of employee performance are: (1) individual variables, include:

<sup>1</sup>*Sekolah Tinggi Ilmu Ekonomi Trisna Negara, Indonesia.*

<sup>2</sup>*Universitas Muhammadiyah Yogyakarta, Indonesia.*

*\*Corresponding Author Email: profsis12@gmail.com*

mental and physical abilities and skills. (2) individual backgrounds: family, social level, experience, demographic: age, ethnicity, and gender. (2) organizational variables: resources, leadership, reward structure, and (3) psychological variables: perception, attitude, personality, learning, work motivation. These three variables affect individual behavior to determine what will has done, which ultimately affects employee performance, namely the final goal [5]. DelPo argued employee performance appraisal is a process of evaluating the work of employees by using employee performance appraisal instruments by comparing them with standardized standards. Through this assessment, we can find out whether the work is appropriate or not with the job descriptions that have been prepared previously, in other words, performance is the result of concrete work that can be observed and can be measured [35].

In practice, performance appraisal is used by companies to assess employee performance or evaluate employee work results. Performance appraisal instruments must meet the requirements including (a) reliability, and performance measures must be consistent, (b) relevance, performance measures must be related to the real output of an activity that is logically possible, (c) sensitivity, some measures must be able to reflect the difference between the appearance of high and low scores. The appearance can distinguish carefully about differences in performance, and (d) practicality, the criteria must be measurable, and the lack of data is not too disturbing or inefficient [36]. The main factors that affect employee performance include knowledge, skills, abilities, and other unusual behaviors. Meanwhile, other factors that affect employee performance include coworkers, abilities, supervision, company policy, economic factors, employee motivation, training, physical environment compensation, and job satisfaction [37].

The conclusion from the discussion above generates the following hypothesis:

Hypothesis 3: Compensation significantly affect the job performance of lecturers and staff of the Trisna State College of Economics

Hypothesis 4: Work motivation significantly affect the job performance of lecturers and staff of the Trisna State College of Economics

Hypothesis 5: Job satisfaction significantly affect the job performance of lecturers and staff of the Trisna State College of Economics

Figure 1 explains the phenomenon of the research framework in the SEM model.

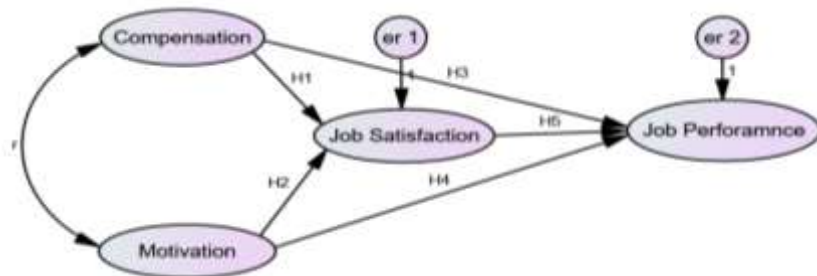


Figure 1. Research Model Based on Theoretical Framework

### III. METHODOLOGY

This study employed a quantitative SEM method. Descriptive analysis of the results of research using SPSS, and inferential analysis using the help of SMART PLS 3.2 program. The initial step of this study is to test the validity and

<sup>1</sup>*Sekolah Tinggi Ilmu Ekonomi Trisna Negara, Indonesia.*

<sup>2</sup>*Universitas Muhammadiyah Yogyakarta, Indonesia.*

\*Corresponding Author Email: [profsis12@gmail.com](mailto:profsis12@gmail.com)

reliability of the instrument. The validity test of the instrument employed the factor loading technique, where the instrument items that have a coefficient  $\geq 0.5$  are declared valid. While the instrument reliability test used Composite Reliability (CR), where the reliable construct has a coefficient of  $CR \geq 0.7$ , the reliability test also used Average Variance Extracted (AVE), where a valid construct has a coefficient of  $\geq 0.05$ . The reliability test also used Cronbach Alpha, where reliable constructs have a coefficient of  $\geq 0.7$  [38].

### Population and Research Samples

The population is the whole subject of research. If a researcher wants to examine all the elements in the research area, the research is a population study. Research studies are also called population studies or census studies. Based on this, the population in this study were lecturers and education staff of the Trisna State College of Economics, totaling 100 respondents [39].

## IV. RESULTS AND ANALYSIS

Data analysis that employs the SEM method with SMART PLS has two approaches, namely the algorithmic approach and bootstrapping. The algorithmic approach aims to obtain standardized coefficients from the model and factor loading for the validity and reliability test of the instrument. The detection algorithm is also called outer loading analysis. While the bootstrapping approach aims to get an unstandardized coefficient of a fit model. Bootstrapping approximation produces t value or p-value for hypothesis testing [40].

The results of the cross-loading analysis based on the analysis of the algorithm produce all the loading factors coefficient  $\geq 0.05$ . Thus, all indicators that have a loading factor coefficient of  $\geq 0.05$  are valid. The complete results of the validity test with Analysis Cross Loading for employee performance variables with indicators: JP1 (0.806), JP2 (0.756), JP3 (0.813), JP4 (.881), JP5 (0.873), JP6 (0.830). Work compensation variables with indicators: CO1 (0.921), CO2 (0.921), CO3 (0.915), CO4 (0.902), CO5 (0.896), CO6 (0.908), CO7 (0.938), CO8 (0.905). Work motivation variables with indicators: WM1 (0.801), WM2 (0.814), WM3 (0.797), WM4 (0.797), WM5 (0.790), WM6 (0.846), WM7 (0.793), WM8 (0.635), WM9 (0.607) . Job satisfaction variables with indicators: JS1 (0.864), JS2 (0.770), JS3 (0.861), JS4 (0.887) JS5 (0.810), JS6 (0.765), JS7 (0.569), JS8 (0.583). While table 2 shows the results of Composite Reliability (CR), Average Variance Extracted (AVE), and Cronbach Alpha (CA) to determine the level of reliability of all constructs in the research model. Statistically reliable constructs if they have significant coefficients for each  $CR \geq 0.8$ ,  $AVE \geq 0.5$ , and  $CA \geq 0.7$ .

Table 2. Reliability Analysis

No.	Variable	Composite Reliability	Average Variance Extracted	Cronbach Alpha	Conclusion
1	Compensation	0.976	0.834	0.972	Reliable
2	Work Motivation	0.928	0.591	0.917	Reliable
3	Job Satisfaction	0.920	0.597	0.900	Reliable
4	Job Performance	0.929	0.685	0.908	Reliable

Table 2 shows that all research variables have coefficients of  $CR \geq 0.8$ ,  $AVE \geq 0.5$ , and  $CA \geq 0.7$  so that the conclusions are all reliable constructs ([38]).

Table 3. R Square

Variable	R Square
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<sup>1</sup>*Sekolah Tinggi Ilmu Ekonomi Trisna Negara, Indonesia.*

<sup>2</sup>*Universitas Muhammadiyah Yogyakarta, Indonesia.*

\*Corresponding Author Email: [profsis12@gmail.com](mailto:profsis12@gmail.com)

Job Satisfaction	0.487
Job Performance	0.826

The coefficient of job satisfaction R-square is 0.487. The R-square results explain that compensation and work motivation contribute 48.7% to job satisfaction. The coefficient of R-square work performance is 0.826. The R-square results explain that compensation, work motivation, and job satisfaction contribute 48.7% to job performance—the higher the R-square value, the greater the ability of exogenous variables to explain endogenous variables. The higher the R-square, the better the structural equation model [41], [38].

## V. DISCUSSION

The hypothesis testing in this study employed the significance coefficient of the p-value. The hypothesis is accepted if significance-value  $\leq 0.05$ . Table 4 shows the significance of the p-value for each path.

Table 4. Path Coefficient and P-Value

No.	Path of the Structural Equation Modeling	Original Sample	Sample Mean	p Values
1	Compensation $\rightarrow$ Job Satisfaction	0.461	0.451	0.005
2	Work Motivation $\rightarrow$ Job Satisfaction	0.358	0.154	0.000
3	Compensation $\rightarrow$ Performance	0.187	0.173	0.027
4	Work Motivation $\rightarrow$ Performance	0.287	0.277	0.004
5	Job Satisfaction $\rightarrow$ Performance	0.797	0.798	0.000

### Effect of Compensation on Job Satisfaction

Table 4 shows that the P-value of the effect of compensation on job satisfaction is  $0.005 \leq 0.05$ . Thus compensation significantly affects the job satisfaction of lecturers and staff. The existence of awards or awards to lecturers and educational staff who excel will make them feel satisfied so that they will be able to improve the productivity and performance of lecturers and staff at Trisna State College of Economics. The result of this study supports the opinion that job satisfaction at work is by getting praise for work, placement, maintenance, equipment, and a pleasant work environment. Employees who prefer to enjoy job satisfaction at work will prioritize work over retribution even though retribution is essential [23]. The results of this study are in-line with previous studies by [14]-[17], whereas the results of this study revealed that compensation had a significant effect on job satisfaction.

### Effect of Work Motivation on Job Satisfaction

Table 4 shows that the P-value of the influence of work motivation on job satisfaction is  $0,000 \leq 0.05$ . Thus work motivation has a significant effect on job satisfaction of lecturers and employees. The positive influence of work motivation shows that giving work motivation to lecturers and staff will increase job satisfaction, and the result is to improve job performance. The results of this study support the opinion [42] that motivational techniques must meet several critical human needs. This finding supports the results of previous studies by [43]-[46]. These findings revealed that work motivation significantly affected job satisfaction.

### Effect of Compensation on Job Performance

Table 4 shows the P-value of the effect of compensation on work performance is  $0.027 \leq 0.05$ . Thus compensation significantly affects the performance of lecturers and staff. The positive effect of compensation shows that giving compensation can improve the performance of lecturers and education. According to compensation (Bianchi, 2016) is all extrinsic rewards received by employees in the form of wages or salaries, incentives or bonuses, and some benefits.

<sup>1</sup>*Sekolah Tinggi Ilmu Ekonomi Trisna Negara, Indonesia.*

<sup>2</sup>*Universitas Muhammadiyah Yogyakarta, Indonesia.*

\*Corresponding Author Email: [profsis12@gmail.com](mailto:profsis12@gmail.com)

By giving compensation will make employees high-performance. This finding supports the results of research by [7], which revealed that compensation and work motivation significantly affect job satisfaction. Direct compensation does not affect employee performance. While work motivation and job satisfaction significantly influence work performance. Research findings by [8]-[11], [16] revealed the same results that compensation significantly influences job performance.

### **Effect of Work Motivation on Job Performance**

Table 4 shows the P-value of the influence of work motivation on work performance is  $0.004 \leq 0.05$ . Thus work motivation significantly affects the performance of lecturers and employees. The positive influence of work motivation shows that motivating lecturers and education staff can improve the performance of lecturers and staff. Motivation is a process that causes intensity, direction, and ongoing individual efforts towards achieving goals. Intensity shows how hard someone is trying. Nevertheless, high intensity may not lead to good performance results [29]. This research finding is consistent with research findings by [2], [47], [4] which revealed that work experience, compensation, and motivation significantly influence job performance.

### **Effect of Job Satisfaction on Job Performance**

Table 4 shows the P-value that affects job satisfaction with work performance is  $0,000 \leq 0.05$ . Thus, job satisfaction significantly affects the performance of lecturers and employees. The positive effect of job satisfaction shows that increasing job satisfaction of lecturers and education staff can improve the performance of lecturers and staff. The relationship of job satisfaction with performance is 'management myth,' and it is difficult to determine in what direction the causal relationship between the two. However, various studies found evidence that organizations that have more satisfied employees tend to be more effective than organizations that have less satisfied employees [32]. This research finding strengthens the results of research conducted by [48], [18]-[21]. The findings of this study explain that job satisfaction has a significant effect on performance.

### **The Meditating Role of Job Satisfaction**

The direct effect of compensation on job satisfaction is 0.461; the direct effect of motivation on job satisfaction is 0.358. Therefore, to increase job satisfaction more effectively by increasing compensation. The direct effect of compensation on performance is 0.187, the direct effect of motivation on performance is 0.287, and the direct effect of job satisfaction on workers is 0.797. The most dominant direct effect is job satisfaction for employees amounting to 0.797, then to improve the most effective performance through increased job satisfaction.

The indirect effect of compensation on performance through job satisfaction is 0.367, more significant than the direct effect of compensation on performance, which is only 0.187. The indirect effect of motivation on performance through job satisfaction is 0.285, smaller than the direct effect of compensation on performance by 0.287. Thus, job satisfaction mediates the effect of competence on performance but does not mediate the effect of motivation on performance. The most dominant total effect is the effect of compensation on performance through job satisfaction of 1,258.

## **VI. CONCLUSION**

<sup>1</sup>*Sekolah Tinggi Ilmu Ekonomi Trisna Negara, Indonesia.*

<sup>2</sup>*Universitas Muhammadiyah Yogyakarta, Indonesia.*

*\*Corresponding Author Email: profsis12@gmail.com*



The findings of this study: (1) Compensation has a positive and significant effect on job satisfaction of lecturers and staff. (2) Work motivation significantly affects the job satisfaction of lecturers and staff. (3) Compensation significantly affects the performance of lecturers and staff. (4) Work motivation significantly affects the performance of lecturers and staff. (5) Job satisfaction significantly affects the job satisfaction of lecturers and staff. (6) Job satisfaction has the role of mediating the effect of compensation on the performance of lecturers and staff, but job satisfaction does not have the role of mediating the effect of motivation on the performance of lecturers and staff. The most dominant total effect is the effect of compensation on performance through job satisfaction of 1,258.

Recommendations from the findings of this study are: (1) The most effective way to improve the performance of lecturers and staff at Trisna Negara Graduate School of Economics is through efforts to increase job satisfaction by increasing compensation. (2) The next researcher can examine the effect of compensation and motivation on organizational commitment through job satisfaction.

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<sup>1</sup>*Sekolah Tinggi Ilmu Ekonomi Trisna Negara, Indonesia.*

<sup>2</sup>*Universitas Muhammadiyah Yogyakarta, Indonesia.*

\*Corresponding Author Email: [profsis12@gmail.com](mailto:profsis12@gmail.com)

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<sup>1</sup>*Sekolah Tinggi Ilmu Ekonomi Trisna Negara, Indonesia.*

<sup>2</sup>*Universitas Muhammadiyah Yogyakarta, Indonesia.*

\*Corresponding Author Email: [profsis12@gmail.com](mailto:profsis12@gmail.com)